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6 September 1951

Budget Analysts

Chief, Budget Division

Instructions pertaining to the review of 1953 office estimates and the preparation of estimates for submission to the Budget Bureau

1. Attached for your information are the following:

- a. A table of contents for the Budget Bureau submission for fiscal year 1953, and
- b. A sample format of the submission to be made for each office for vouchered funds, with suggested review items.

2. The attached sample pertains to the format of the vouchered budget submission for each office. No formal submission of unvouchered requirements will be made to the Budget Bureau except as a single column figure in the overall summary tables as indicated in the table of contents. It is most important, however, to assure an appropriate basis for review as well as a basis for discussions with the Budget Bureau, that the unvouchered budgets submitted by the offices be handled and reviewed in accordance with the same procedure outlined below for vouchered budgets. It is planned that the office submission with corrections and adjustments as necessary, will be typed in sufficient copies to be available for use in connection with Budget Bureau discussions and as a complete, accurate record for our internal use of the unvouchered requirements.

3. It is suggested that the following procedure be followed by each analyst upon receipt of the 1953 estimates from the offices:

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a. Secret control by [REDACTED]

25X1A

b. Control of contents received by [REDACTED] and routing of copies as follows: original to Mr. Saunders and a copy each to the analyst and [REDACTED]

25X1A

c. Upon receipt of the copy of the estimate, the analyst will be responsible for the following:

(1) A quick and thorough review of the contents to assure that the schedules are in order and that the material has been properly computed. Correction of any errors that can be readily made should be made promptly by the analyst on Mr. Saunders's as well as [REDACTED] copy. Any material errors in the submission should be immediately called to [REDACTED] attention for determination of appropriate action to be taken.

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(2) The analyst should then make a detailed, substantive review of the estimate and prepare a hearing fact sheet, pointing up items that should be considered in connection with the review and hearing of the item. These fact sheets should be prepared in short outline fashion and submitted to [REDACTED] if at all possible within 24 hours in order that hearings to the extent necessary and determinations may be made at the earliest possible date.

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(3) While the estimate is pending review and final determination as to allowances, the analyst should proceed to review and edit the estimate, securing additional data where necessary and taking all steps necessary to prepare the material for final review prior to making any final adjustments that may be necessary in connection with the allowances and processing for submission to the Budget Bureau.

It is hoped that the suggested review items indicated on the attached sample will prove helpful in pointing up any points that should be checked for adequacy and accuracy.

(4) In order that the process material will be as uniform as possible, each analyst should assure that the material is appropriately corrected where necessary to reflect the standardized headings and format indicated by the attached example. All material, of course, will be processed lengthwise, with a margin of one inch on the left side for binding purposes.

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**Budget Bureau Submission, Fiscal Year 1953**

**Table of Contents**

1. **Overall Agency Summary Statements** (to reflect total requirements, vouchered and unvouchered)
  - a. Transmittal letter (highlight memo) [REDACTED] 25X1A
  - b. Summary (tabular) Statement by Activity (Office level) (Fiscal years 1951, 1952, and 1953, and an increase-decrease, fiscal year 1953 compared with fiscal year 1952) [REDACTED] 25X1A
  - c. Summary of Increases and Decreases (Narrative (outline) statement summarizing nature of proposed increases and decreases at office level) [REDACTED] 25X1A
  - d. Estimated Budget Requirements (Separate spread sheets for fiscal years 1951, 1952, and 1953, broken down by activity (office) and area and by object)
  - e. Agency Organization Chart showing Employment as of 30 September and Estimated Employment as of end of fiscal years 1952 and 1953
  - f. Distribution of Obligations by Activity (office or major function) and Area (Pie charts for fiscal years 1951, 1952 and 1953) [REDACTED] 25X1A
  - g. Introductory Statement [REDACTED] 25X1A 25X1A
  - h. Statement of Appropriations and Expenditures (S.F. 106) [REDACTED]
  - i. Statement of Receipts (S.F. 108) [REDACTED] 25X1A 25X1A
  - j. Statement of Unexpended Balances (Sec. 25, "Call") [REDACTED] 25X1A
  - k. Schedules of Obligations (Standard Form 3a) [REDACTED]
    - (1) Amounts available for obligation
    - (2) Analysis of obligations by activities
    - (3) Analysis of obligations by objects
  - l. Expenditure Analysis Sheet (Standard Form 3a) (See Sec. 52(d) of "Call") [REDACTED]
  - m. Data on Special Account (Payments from proceeds of sales, motor propelled vehicles, etc.) [REDACTED] 25X1A
    - (1) Statement of receipts
    - (2) Schedules of obligations

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(3) Expenditure analysis sheet

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**2. Activity Justification (for each office for vouchered funds only)  
(Budget Analysts)**

- a. Statement of current functions and activities (Office summary)
- b. Statement of accomplishments and objectives (Office summary)
- c. Organization chart (with brief functional description for each organizational unit reflected on chart)
- d. Activity or project tabular statement (Broken down by area)
- e. Justification of increases and explanation of decreases
- f. Office summary by object class
- g. Summary statement of positions and A.E. by activity for fiscal years 1951, 1952, 1953, and increases and decreases
- h. Object class summary by division, or by project where applicable
- i. Activity description (by Division, or Branch, where applicable) (May be reflected as part of a. and b. - to be determined after review of office submissions)

**3. Data Relating to Common Services (vouchered only):**

- a. Summary distribution of personal services (Exhibit 74) [REDACTED] 25X1A
- b. Schedules of requirements for certain common services
  - (1) Personnel Services (Exhibit 75) [REDACTED] 25X1A
  - (2) Fiscal Services (Exhibit 76) [REDACTED] 25X1A
  - (3) Property Management Activities (Exhibit 77) [REDACTED] 25X1A
- c. Schedule of Health Service Requirements (Exhibit 82) [REDACTED] 25X1A

**4. Data Relating to Specific Objects of Expenditure (vouchered only):**

- a. Explanation of lapse, savings, indicating how lapse was computed  
[REDACTED]
- b. Schedule on cost of within-grade salary advancements (Exhibit 81)  
(Covered) Note: Required only if increase is to be requested for cost of within-grade salary advancements.
- c. Schedule of passenger motor vehicles [REDACTED] 25X1A
- d. Schedule of replacements of selected types of equipment [REDACTED]

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**To be Submitted Separately (Transmittal Memo 7 to Budget Bureau Circular A-11)**

**Annual Report on Management Improvement Program (Budget Bureau Circular No. A-6 and A-11) (Advisor for Management)**

- a. **Summary section**, dealing with Agency as a whole, presenting highlights of actions taken during past year to solve major program and operating problems, including highlights of action taken by major constituent units. Major areas of potential improvement selected for emphasis during current year within Agency should also be indicated.
- b. **Separate sections** for each major constituent unit providing highlights of action taken during past year and major areas of potential improvement selected for emphasis during current year.

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